

~~S-E-C-R-E-T~~

16 December 1957

SUGGESTION NO. 1926 - dated 12 July 1955

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[REDACTED], GS-11, Reports Officer

A. Summary of Suggestion

Suggester proposes the establishment of a uniform abbreviated system for cables to cover headings, addresses, distributions and other constant indicators. Copy of complete suggestion is attached as TAB ~~Z~~ A.

B. Summary of Evaluations

On 15 July 1955, the suggestion was sent to ROM, DD/P for evaluation. On 5 June 1956, the Chief, SE stated:

"The idea has merit and if carried out would probably speed up and improve our processing. But keep it simple, so that everyone, reports officer or not, can learn the system and will in fact want to use it. A complicated form will lead more people than ever to mix up ops and intelligence information in their cables - still the worst fault of many cable writers - and leave all the unscrambling to be done here."

On 20 June 1956, the Chief, ROM stated:

"There is considerable merit in the basic idea of uniform headings in that it would facilitate to some extent the Headquarters processing and would tend to ensure that essential items are not overlooked. Implementation of this idea does not necessarily involve forms, though that is one possible way of doing it. The idea will be carefully considered and probably embodied in the revision of [REDACTED] which is scheduled to take place before the end of this year."

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On 31 July 1956, the Deputy Cable Secretary stated:

"The savings in cable transmission time or words by adopting a letter code is questionable since terms such as "DIST. FG" would be transmitted "DIST. FOXTROT GOLF" expending the same number of characters as the words "DIST. [REDACTED]" Concur, however, with C/ROM that idea has merit in possibly facilitating Headquarters processing of reports. While format is concerned, it does not appear necessary or desirable to have a separate form from the present cable form."

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On 23 August 1956, the Chief, Communications Security Division, Office of Communications stated:

"It is believed that the reporting of information relative to source, date, field dissemination, etc. via cable will require the same number of enciphered groups whether the old method of a new standard reporting system is used as proposed in the attached suggestion. Signal Center can transmit any information which may be required.

"Although this Office is reporting merely on the feasibility of the suggestion as it may affect communications, I believe that a standard system for reporting would assure the receipt of the collateral information which is desired.

"The Signal Center does not understand the statement in paragraph 5 of the suggestion, which indicates that repetitions headings are used because of communications arrangements. This is not a general rule, but it is possible that some repetition is required to circumvent the garble factor."

On 23 August 1956, the Signal Center commented:

"S/C does not know the full intent of the suggestion other than showing source, distribution and date. However, the example as given in Para 5 of the suggestion would represent 24 groups (5 ltrs to group) to properly process cryptographically. We do not see much saving in this versus examples in para 2 or a combination thereof - i.e., source date and dist. Cannot dispute the uniformity aspect."

On 25 September 1956, the Chief, Reports Control Branch, RCM/FI Staff stated:

"Uniform headings for information cables would result in savings in the following ways:

(a) A small amount of time in processing, since the reports officers will know exactly in what sequence the various essential items appear and will not have to keep around picking them out;

(b) more assurance that essential items will not be omitted by the preparing officer in the field.

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"The first saving might be estimated at 1% or 2% of the aggregate time of reports officers. The second is less tangible but of considerable significance in terms of more complete and useful reports. This is unquestionably important but I have no idea how to estimate its financial value. Also, it would obviate the occasional necessity of a further exchange of cables caused by missing items.

"This suggestion is weakened by the absence of supporting detail. It is a good basic idea with implementation still to be worked out."

On 21 November 1956, the Chief, O&M Staff, DD/P Area stated:

"In response to your request, the following information regarding tangible and intangible benefits resulting from subject suggestion was obtained from [REDACTED] (DD/P/FI/RQM/RC).

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A. Regarding tangible savings, [REDACTED] stated that to his knowledge, there were no figures available in RQM as to the number of DD/P Reports Officer positions, by grade, a necessary requirement for obtaining a monetary estimate of tangible savings. However, [REDACTED] stated that a similar study of DD/P Reports Officer positions had been conducted in connection with an employee suggestion to elevate the PD Reports, and that these figures had been turned over to [REDACTED] of Forms Control, Records Management Staff. [REDACTED] has confirmed the existence of these figures and will make them available in connection with subject suggestion.

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B. Regarding intangible savings, [REDACTED] reviewed the 'Guide For Determining Awards For Employee Suggestions With Intangible Benefits' and has rated subject suggestion as follows:

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- (1) Degree of Benefit - Slight
- (2) Extent of Application - General"

On 9 January 1957, Management Staff research developed the following figures:

"...At the moment, figuring a total of \$729,000 worth of reports-personnel time spent per year on information reports, (figure provided by [REDACTED] Deputy Chief, Requirements Staff, DD/P), and assuming a factor of 1.5%

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time saved as a result of the suggestion, a yearly savings of \$10,935 would result."

On 15 January 1957, the Chief, O&M Staff, DD/S Area reviewed the status of Suggestion No. 1926 and stated:

25X1A "...A study of factors involved in this suggestion disclosed that all necessary coordination has been accomplished and [REDACTED] DC/RCB/FI Staff is the individual who must finally evaluate it.... [REDACTED] Publications Unit, SSA/DD/S provided the additional information that [REDACTED] is in process, its target date for completion set for June 1957.... It should be noted that any tangible dollar saving must be based on an estimate of [REDACTED] as to dollar value of Reports Officer time per year and the estimated percent of that time saved as a result of the suggestion..."

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25X1A On 17 October 1957, Book Dispatch No. 446 amended Book Dispatch No. 414 to clarify a cable procedure. Of the accomplished Dispatch No. 446, [REDACTED] said on 19 November 1957:

"...The relationship of the accomplishment is a devious one and difficult to evaluate, but that a traceable line exists from cause to effect would be impossible to deny... As to the benefits derived from Book Dispatch No. 414 Amended, I believe they are quite substantial though almost entirely intangible. I don't see how any dollar savings could be proved; but the information cable has certainly been made an instrument for clearer, faster, and more serviceable information reporting, both for headquarters and for lateral dissemination and exchange purposes." (Copy of complete letter is attached as TAB Y) B.

On 10 December 1957, the Chief, Forms Management Branch, Management Staff stated:

25X1A "Restudy reveals that: Forms are not involved; neither are any administrative-type reports... Personally, the suggestion seems to be worth about \$500.00. \$280.00 for saving \$10,935 annually and \$220.00 for intangible benefits."

25X1A On 13 December 1957, [REDACTED] DC/RQM/RC stated:

"I agree with [REDACTED] estimate as to the worth of the suggestion--assuming that the relationship between the suggestion and Book Dispatch No. 414 Amended is, in the judgment of the Awards Committee, sufficiently established. The facts relevant to this judgment are set forth in my

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memorandum of 19 November 1957. After refreshing my recollection by reading the file, I would not change anything in that memorandum except to add that the suggestion was called to my attention two or three times in the past year or so by inquiries from the Awards Committee which tended to keep the idea actively alive in my mind.

"I still don't see how the amount of time saved could be proved, but the 1.5% formula seems like a reasonable guess. The man-hour figures used as a base probably remain reasonably accurate. Verification would require a re-survey which would not be likely to turn up enough difference to be worth the trouble.

"The intangible benefits of Book Dispatch No. 414 Amended are worth much more than \$220; but since the results accomplished by the book dispatch extend far beyond what would have been accomplished by the suggestion alone, this strikes me as an equitable amount."

C. Line of Duty Status

Not in line-of-duty. (Reports Officer)

D. Executive Secretary's Recommendation

1. ~~Adopt suggestion.~~ *Recognize adoption of suggestion.*

2. Award of \$355.00 based on tangible savings of \$11,000 (\$280) and intangible benefits (slight-extended - \$75)

E. Decision of Committee

☒ Adopted *355.00* Award ☐ Letter of Appreciation  
☐ Not Adopted.

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TAB ~~7~~ B  
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19 November 1957

MEMORANDUM FOR: Executive Secretary  
Suggestion Awards Committee

SUBJECT : Suggestion No. 1926 relating to uniform heading  
of information cables

1. The objective of referent suggestion is fully accomplished in Book Dispatch No. 414 Amended (attached).

2. The relationship of the suggestion to the accomplishment is a devious one and difficult to evaluate, but that a traceable line exists from cause to effect would be impossible to deny.

3. When I first became aware of the suggestion I made a mental note of the basic idea (uniform heading) with the intention of working it into the next revision of [REDACTED] and/or its field counterpart. Meanwhile, several weeks ago [REDACTED] created an ad hoc committee to work on a crash program for speeding up the dissemination of cabled information reports. As it befell my lot to draft some concrete proposals for consideration, I came face to face at once with the necessity of instructing field stations on the preparation of information cables in a manner which would facilitate headquarters processing. The idea of uniform headings, being already in my subconscious, of course sprang to mind as one of several steps which would contribute to the desired end. At no time did I study details of the referent suggestion and if I had, I doubt that they would have been much held.

4. As to the benefits derived from Book Dispatch No. 414 Amended, I believe they are quite substantial though almost entirely intangible. I don't see how any dollar savings could be proved; but the information cable has certainly been made an instrument for clearer, faster, and more serviceable information reporting, both for headquarters and for lateral dissemination and exchange purposes.

[REDACTED]  
Deputy Chief, RCM/RC

VIA AIR

BOOK DISPATCH NO. 446

DATE: 17 OCT 1957

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TO : Chiefs of Station [REDACTED]  
FROM : [REDACTED]  
SUBJECT : Amendment to Book Dispatch No. 414

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ACTION REQUIRED: Implementation as indicated.

1. An amended version of Book Dispatch No. 414 is forwarded herewith in replacement of the original, dated 30 September 1957, which will be destroyed.

2. The only changes are in paragraph 4, item (5), which is expanded to provide fuller explanation, and in paragraph 6, which is rescinded by new paragraphs 6 and 7; the original paragraph 7 is renumbered paragraph 8.

3. The principal reason for new paragraphs 6 and 7 is to clarify the function of that part of the cable which follows the information report proper.

[REDACTED] 25X1A

Attachment

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